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## Executive Summary

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### Framework for IT Transformation

Three years ago, Mayor Williams, his cabinet, the Council of the District of Columbia, and District residents set out to transform the District to meet a new vision:

*As the world's capital city and America's crown jewel, the District of Columbia will fulfill the highest aspirations, values and ideals of American society for democracy, diversity, education, culture, neighborhoods, economic opportunity, and government.*

Information technology (IT) is one of the most powerful engines driving this transformation. The Office of the Chief Technology Officer (OCTO) serves as a comprehensive, central IT resource for District agencies as they work to make the city's vision a reality.

In 1999, the Mayor set the city's transformation in motion by launching a comprehensive citywide strategic planning process. The process unites the government and residents behind five strategic objectives, and calls on every agency, including OCTO, to develop a strategic plan to meet those goals. The District's citywide objectives are:

- strengthening children, youth, families and individuals
- building and sustaining healthy neighborhoods
- promoting economic development
- making government work
- enhancing unity of purpose and democracy

OCTO's strategic planning process, shown in Exhibit 1, began with these citywide objectives and with an IT vision to help the District meet them. Our IT vision is to transform the District into a city of access.

Above all, a city of access is a city where all government business processes work, government systems function reliably and efficiently, and we match private industry in the responsiveness and quality of our services. Once all basic business processes work, we'll use technology as a strategic tool to build our economy, engage residents in civic decisions, and make the District a magnet for regional enterprise.

This transformational plan is written for a general audience, but necessarily employs technical terminology. For further explanations of key IT terms, readers can consult the IT Glossary that follows the plan itself.

*"Ever since I closely worked with OCTO on avoiding a potential crisis during the Y2K changeover, it has been clear to me that OCTO is leading the march toward a truly modern, technologically competitive District government."*

*The Honorable Eleanor Holmes Norton  
Congresswoman  
District of Columbia*

### IT Environment and IT Transformation Needs

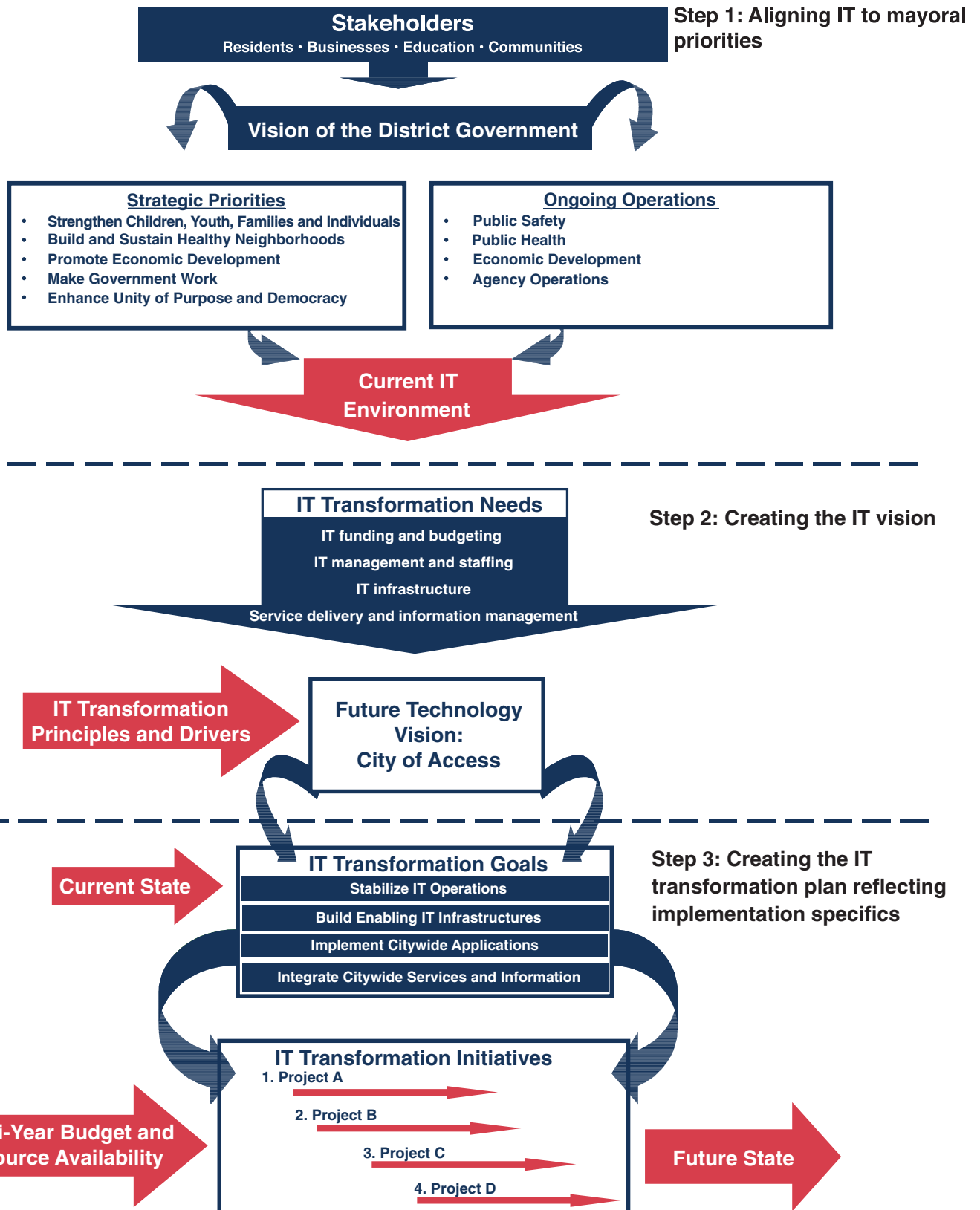
To lay out a blueprint for the city of access, we had to understand our starting point: the state of IT in the District. OCTO began evaluating the city's IT situation in 1998, as District agencies worked together to ensure that all municipal systems would be Y2K-compliant by the year 2000. Post-Y2K, we again surveyed the District's 68 agencies, including in-depth management interviews in the 23 mission-critical agencies.

In early 1999, we found compelling needs in IT funding, budgeting, infrastructure and applications—the result of over a decade and a half of under-investment in IT. Many of these needs, particularly in budgeting, management, and infrastructure, were so compelling that we began addressing them immediately with the foundation programs in this plan. Today, most of these foundation programs are complete. As a result, the environmental picture that guided this plan is a double image—the early 1999 historical environment that shaped our earliest programs, and the environment of 2002 that is shaping the more advanced projects we've launched recently.

In the area of IT funding and budgeting, the District's most urgent need in 1999 was to reverse its history of IT disinvestments and the fragmented, unsystematic IT budget process that resulted from it. Few agencies had multi-year IT budgets, and there was no process to coordinate planning and acquisitions for multi-agency IT projects. Across the city, there were both gaps and duplications in IT investments. We've addressed these problems. The Mayor, the District Council, and the Congress have made a substantial commitment to citywide IT funding, and our earliest IT programs, discussed below, put centralized, multi-year IT budgeting and procurement processes into place.

The two greatest challenges the District faces in IT, historically and today, are lack of IT management and IT understaffing. Historically, few agencies had IT management expertise, and even today, many agencies lack Chief Information Officers (CIOs). Without senior IT managers, agencies are uncertain about what total IT resources they need. Agencies also continue to wrestle with significant obstacles to recruiting IT staff. The District's long hiring cycles, residency requirements, non-competitive salary scales for IT personnel, and the District's past reputation for under-investment in IT have hampered IT recruiting efforts. In addition, both IT and agency staff need

## Exhibit 1: Information Technology (IT) Strategic Planning Process



further technical and applications training. Together, OCTO and agencies are working to overcome these obstacles through the management and personnel projects in this plan.

In IT infrastructure and applications, the District suffered historically from antiquated hardware and software, and from minimal automation of business processes. We lacked capabilities for data sharing, coordinated agency functions, and electronic information service delivery. Today, we have modern telecommunications and computing equipment, we've automated basic business processes throughout the city, and we're nearing completion of major infrastructure projects that will permit data sharing and service coordination. Currently, the District's most significant agency-level and cross-agency infrastructure needs lie in data access and data accuracy requirements, system security, and next-generation functional software support. Major application needs include electronic document management, projects that integrate automation to improve business processes, business intelligence systems to combine separate data sources for better decision-making, and web-based applications to support electronic services for residents, businesses and visitors. The infrastructure and application programs in this plan address these needs.

### IT Transformation Principles and Drivers

A set of IT principles guides OCTO in its role as the District's central IT resource. These principles reflect a response to the District's specific IT strengths and weaknesses, IT industry best practices, technology trends in the marketplace, and common sense. These principles are organizational, legal, financial, and technical.

#### *Organizational Principles*

1. Build an integrated technology culture, based on a federative model, to manage the DC information technology strategy.
2. Build a strong IT personnel corps in the agencies and in OCTO.
3. Promote a strong IT program management function in the agencies.

#### *Legal and Financial Principles*

4. Comply with and anticipate IT legal requirements.
5. Centralize planning and goal setting of IT funding.

#### *Technical Principles*

6. Provide systematic support for District processes.
7. Select and implement technologies using proven IT best practices.

### IT Transformation Goals and Programs

Applying the seven IT principles, OCTO developed the District's general IT goals and subordinate programs and projects, with two foundation goals preceding two expanded capability goals:

#### *Foundation IT goals*

- Stabilize IT operations.
- Build enabling IT infrastructures.

#### *Expanded capability IT goals*

- Implement citywide applications.
- Integrate citywide services and information.

Together, the four goals cover 34 programs and 144 projects. Exhibit 2 shows the goals, programs, and projects at a glance. These projects have been launched under OCTO's management, and have citywide impact. The District's investment in IT also includes projects underway in individual agencies, guided by OCTO technical standards.

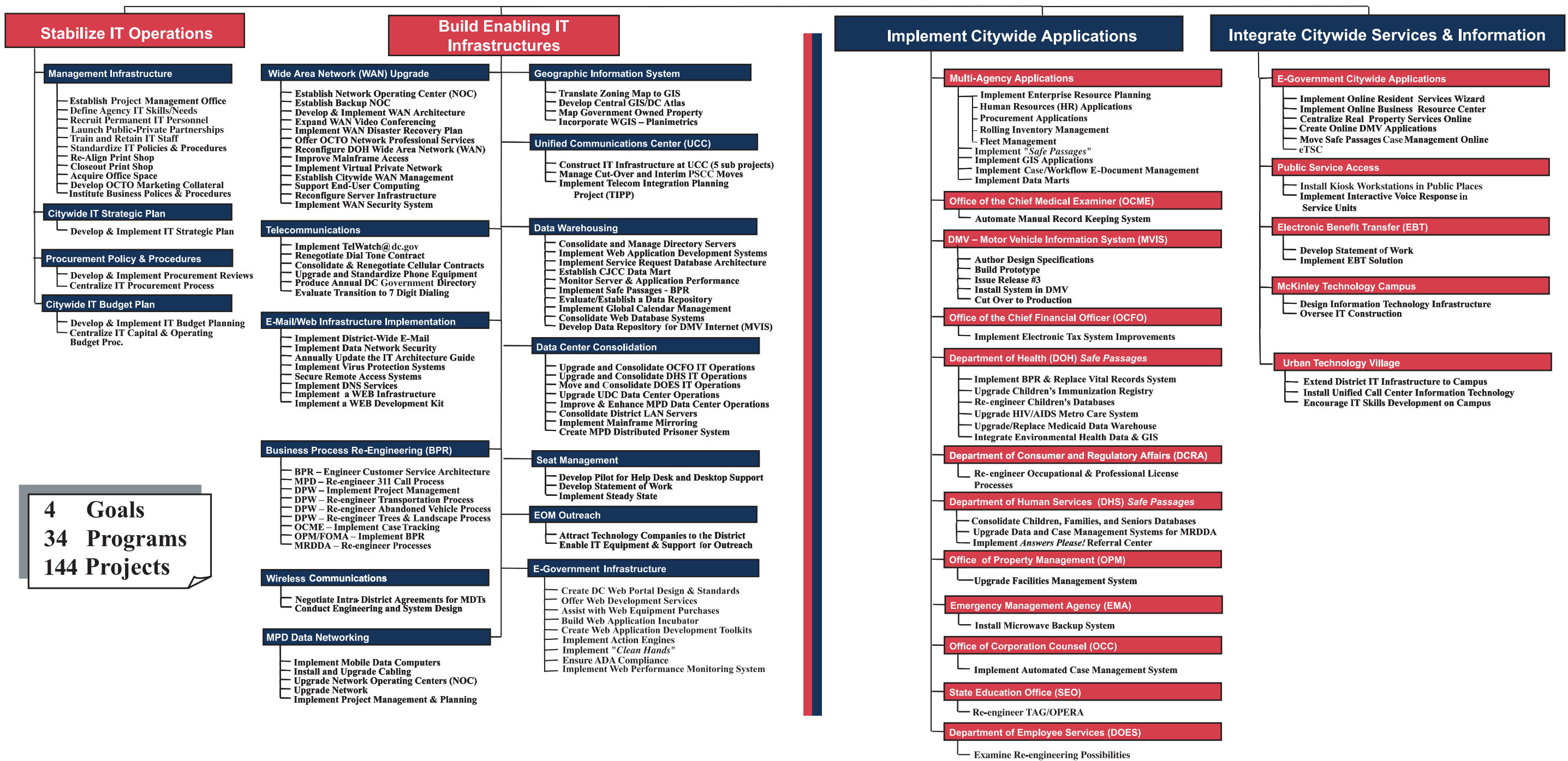
Between 1999-2005, the District will be implementing the four IT transformation goals in phases that are, necessarily, both sequential and concurrent. Foundational management projects and some infrastructure projects must be complete before we can develop all the expanded capability applications. At the same time, some applications are so critical that we've had to get them underway without first completing all the infrastructure projects in the foundation goals.

#### *Stabilize IT Operations*

The programs of the first foundation goal, *stabilize IT operations*, establish the management and fiscal foundation the District needs to build the city of access.

One of our first *management infrastructure* programs created the District's citywide IT budget. This program, completed in 2001, established a multi-year, centralized IT capital and operating budget process for the District government. This process reviews and tracks agency IT capital budget requests, ensures that projects meet rigorous planning and program management criteria, and prioritizes the most effective use of District budget and IT staff resources. Concurrently, we've implemented a fast-track, centralized IT procurement process, led by the Integrated Procurement Team (IPT). The IPT, created jointly by OCTO and the District's Chief Procurement Officer, is a group of professionals with expertise in IT and IT procurement best practices who are dedicated to the efficient and effective procurement of IT supplies and services for the District. The IPT consolidates individual agency IT procurements, speeds acquisition of IT supplies and services, supports local businesses, and obtains substantial volume discounts for IT equipment and services.

Exhibit 2: IT Transformational Goals and Programs



Foundation Goals

Expanded Capability Goals



The project management office (PMO) enhances the centralized IT budget and procurement processes. The PMO, supported by the Program Review for Information Systems (PRIS) and the Project Office Executive Tracking System (POETS), receives IT procurement and capital project authorizations and supporting business plans, and monitors and reports the technology implementation, financial outlays, and project delivery schedules of each. Monthly PMO reports alert management to emerging schedule, budget or operational problems on citywide IT projects. The reports facilitate speedy problem resolution of IT projects, assuring they're completed on time, on budget, and as designed. Since 1999, the PMO system has tracked projects centrally managed by OCTO and the IPT. In FY 2002, the system will track all major IT capital projects throughout the District.

In another major management infrastructure project, OCTO is working in partnership with city agencies and with the Office of Personnel to address the District's most pressing IT need, adequate IT management and staffing. We're aggressively recruiting skilled IT professionals by authorizing competitive salaries, tapping the personal networks of our existing IT professionals, dramatically shortening the District's hiring cycle, and promoting the city's new commitment to the best in IT. To supplement our recruitment campaigns, we're pursuing public-private partnerships. One partnership initiative, Adopt an Agency, is already underway, with loaned IT executives from the private sector working throughout the city. Two other public-private personnel partnership tools, the Inter-agency Personnel Agreement (IPA) and the Digital Tech Corps, are in the works.

In the rapidly evolving world of IT, training for current IT staff is as vital as recruiting new talent. To meet the District's IT training needs, OCTO and the Office of Personnel offer training courses through the Center for Workforce Development (CWD) in high-impact areas such as project management, network operations, Microsoft project management tools, and the multi-course Microsoft Certified Engineer curriculum. OCTO also operates a Web Academy that supports the citywide web portal and provides agencies the skills they need to design and maintain their own web pages.

Other projects within the management infrastructure program develop and update a series of guides that standardize technical services throughout the city. These reference works assist agencies in designing and managing IT projects, and ensure that all projects use common IT architecture, data and technical standards, and IT business processes. OCTO's IT manuals include:

- OCTO Policies and Procedures
- Professionals' Guide to Information Technology Architecture Standards
- Project Office Executive Tracking System (POETS) User Manual
- Web Style Guide

- Web Development Kit
- Web Technical Standards
- Wide Area Network Operational Guidelines

Most of these publications are available on the OCTO website at <http://octo.dc.gov/main.shtm> or in hard copy by request.

### ***Build Enabling IT Infrastructures***

The programs of the second foundation goal, ***build enabling IT infrastructures***, establish the foundation of IT data access and communications infrastructures we need to support citywide IT service applications.

One major multi-year infrastructure program, *data center consolidation*, is merging the District's eight disparate mainframe data centers into two, consolidating our local area network (LAN) servers, creating enterprise storage and enterprise software, and substantially upgrading data center services. Upon completion in 2003-2004, the data center program will provide standardized, fully documented data center functions, greater mainframe system availability, reliability and serviceability, and will dramatically lower historic personnel, hardware and software costs.

OCTO's unified communications approach is a series of programs designed to improve public safety, resident service delivery, and access to information citywide. The core of the approach is the *unified communications center (UCC)*, a 24-hour citywide call center that will handle all 911 (emergency public safety), 311 (non-emergency public safety), and (202) 727-1000 (non-emergency service request) calls in a new state-of-the-art facility on the St. Elizabeths campus in Ward 8. The unified communications programs also include several critical support projects.

In the *wide area network (WAN) upgrade* program, we're managing the design, engineering, construction, and implementation of a citywide fiber-optic network to replace leased telephone lines. We're linking offices and mobile radio units throughout the District in a seamless, high-bandwidth system owned by the District itself. We're expanding the city's computing network to all agencies, centralizing WAN management, installing a new network operations center (NOC) at the Wilson building, strengthening WAN security, and adding a citywide user help desk. We're also upgrading the network to support evolving multimedia applications such as video conferencing and voice over Internet Protocol (IP). When the program is fully implemented, the WAN will be dramatically more accessible, reliable, versatile, and user-friendly, and the District will save over \$2.25 million per year in technical and communications costs.

Another major OCTO communications program is *telecommunications*, which consists of several projects to standardize phone service and cut phone service costs citywide. We're standardizing regular telephone services and cell phone services

## Executive Summary

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throughout the District. We're creating web-based tools to allow agencies to monitor, and potentially reduce, telephone charges. We've renegotiated our local phone service contract to realize substantial and immediate savings citywide, and expect to reduce the city's phone bill from \$34 million to \$22 million annually for the next three years.

IT infrastructure embraces IT business processes and services as well as data access and communications components. Two citywide infrastructure programs, *business process re-engineering* (BPR) and *seat management*, are key to improving IT business processes and reducing citywide user workstation costs. BPR is the design and implementation of new business processes to improve efficiency, service quality or both. OCTO's BPR program includes a citywide customer service BPR project to help all District agencies coordinate and track resident services, as well as projects to improve business processes for specific agencies. One BPR project helps the Department of Public Works (DPW) respond more effectively to service calls about abandoned vehicles, vehicle towing, and fallen trees. Another consolidates the Metropolitan Police Department's (MPD) 311 system to speed and improve non-emergency police responses. Other BPR projects are developing a new social services referral center for the Department of Human Services (DHS) and the first automated case tracking system for the Office of the Chief Medical Examiner. OCTO's seat management program centralizes procurement and management of hardware and software for District desktop workstations (seats) to cut costs and free agencies to focus on core IT projects.

The *geographic information system (GIS)* program, managed by an agency consortium of District directors, is developing a coordinated, citywide GIS map atlas and linked database to support mission-critical mapping for many agencies, including the MPD, the Fire and Emergency Medical Services (FEMS), the DPW, the Department of Consumer and Regulatory Affairs (DCRA), and others.

The projects of the *email/web infrastructure implementation* program allow employees to correspond with each other more easily and securely, and lay the groundwork for web-based applications. One project replaces separate, incompatible agency email services with a single citywide email system. Another project protects the city's infrastructure from computer viruses and hackers. Several other projects create design standards, payment engines and other systems to support the District's web portal and electronic services, as well as a web development kit that agencies use to create their own web-based applications.

The *e-government infrastructure* program is developing, and now expanding, the comprehensive District web portal that provides information about all District agencies and brings agency services online.

### ***Implement Citywide Applications***

The first expanded capability goal, ***implement citywide applications***, involves developing service and business process appli-

cations—citywide and for individual or multiple agencies.

OCTO's most important *multi-agency* project is building a citywide enterprise resource planning system (ERP). This project is the District's administrative services modernization program, and is key to basic productivity improvement across-the-board in District agencies. ERP systems integrate core enterprise-wide administrative functions to leverage resources, streamline operations, and cut costs across all agencies. Our multi-year ERP project incorporates finance, human resources (HR), procurement, payroll, property management and performance budgeting functions.

We expect dramatic benefits from the implementation of ERP systems. In HR, we'll see faster hiring, lower costs, more accurate employee information, and broader, more flexible HR capabilities. In purchasing, we'll benefit from faster procurements, lower per-transaction costs, and far fewer errors. In payroll, we'll profit from more reliable payroll information, more efficient work distribution, and lower payroll transaction costs. In property management, we'll see faster initiation of maintenance work orders, quicker completion of real estate renovations and capital improvements, and lower costs.

Other important multi-agency projects that leverage resources and cut costs include agency case/workflow systems and data marts. These projects facilitate inter-agency data and resource sharing and provide new, sophisticated decision-making tools for agencies including the MPD, DCRA, DPW, Department of Health (DOH), and others.

Expanding the city's end-user geographic information system (GIS) applications is a high multi-agency priority. Police and fire departments are using GIS data in their mobile data terminals, and the Office of Planning (OP) relies on GIS data to make accurate decisions regarding land use. DPW is using GIS information to help route trash pickups and locate road repair problems quickly. DOH will combine statistics about HIV/AIDS cases with GIS mapping to determine the geographical distribution of the disease and target HIV/AIDS services more efficiently. In the GIS applications project, OCTO is using the GIS mapping infrastructure discussed above to create a variety of mapping tools for these agencies and many others.

We're also creating a variety of service-related applications for many individual agencies. The DOH and DHS programs constitute *Safe Passages*, which is developing a citywide children's tracking system and several other data integration systems to help multiple agencies, including the public schools, the police, and health and family service agencies, coordinate and enhance services for our children.

The DOH program includes replacing its vital records system, integrating child immunization databases, and upgrading the city's HIV/AIDS case tracking system. The DHS program helps the Mental Retardation and Developmental Disabilities Administration (MRDDA) improve services for disabled residents.

Other agency-specific programs are:

- the motor vehicle information system (MVIS) program, which helps the DMV speed and streamline customer service. The program creates a new integrated back office system that allows each employee at a DMV service window to process any and all DMV transactions at that single window. The program gives DMV customers one-stop shopping for drivers' licenses, tag renewals, parking permits, ticket and fee payments, and nearly all other DMV services.
- re-engineering the DCRA's occupational and professional licensing processes to improve customer service for over 90,000 licensees.
- a case management system for the Office of Corporation Counsel (OCC) so that, for the first time, the OCC can track its inventory of over 14,000 cases and help boost lawyer productivity significantly.

### ***Integrate Citywide Services and Information***

The programs of the second expanded capability goal, ***integrate citywide services and information***, are the most visible of all our programs. These programs are making e-government a reality and expanding access to technology for all District stakeholders—residents, businesses, visitors, educational institutions and neighborhoods.

The projects in the *e-government citywide applications* program are bringing high-priority city functions to the Internet. E-government applications underway now include:

- the resident services wizard (RSW), which creates a new gateway to the District's web portal and directs residents, businesses and visitors to the services they need based on service menus, rather than knowledge about which agency provides the service. With the RSW, a resident or business can get a parking permit without knowing it comes from the DMV, a tax assessment without knowing it comes from the Office of Tax and Revenue (OTR), or a business license without knowing it comes from the DCRA—and all without leaving home or office.
- the Business Resource Center (BRC), a similar needs-based web portal gateway targeted at the District's 90,000 small businesses. Using this needs-based gateway, a business owner can follow simple pathways through every process needed to operate in the District—developing a business plan, registering with the city, obtaining a license, finding funding, filing and paying taxes, and more—all online.
- the real property project, which is creating a centralized repository for real property data used by the MPD, DCRA, FEMS, DPW, and OTR.
- the DMV online project, which is bringing almost all DMV services online, so that most District drivers will rarely have to visit a DMV office again.
- the eTSC (Electronic Taxpayer Service Center), which allows business today, and residents in the near future, to conduct DC tax transactions over the Internet using a secure connection. Currently businesses may use the eTSC to file tax returns, pay sales, use, franchise, and employer withholding taxes via credit card or electronic funds transfer, view account balance information, and correspond with the DC Office of Tax and Revenue. Soon resident taxpayers will be able to view account balances, file tax returns, pay income and property taxes, and review property sales and assessment values online.
- the JUSTIS data warehouse system, which provides integrated data analysis across 10 federal and District law enforcement and public safety agencies, permitting these agencies to work together in a unified, secure system.

To bridge the digital divide, and ensure that all residents have access to electronic services, the District is implementing a citywide *public service access* program. We're installing interactive voice response units to provide telephone access to city information and services. We're installing public Internet service workstations to provide Internet access in safe, comfortable public places for residents who don't have Internet access at home or work. We've adopted a 13-point web design plan to ensure that the District meets the Americans with Disabilities Act (ADA) requirement that web-based services be accessible to people with disabilities.

To support citizens receiving benefits from the District government, the electronic benefits transfer pilot (EBT) allows a government agency to deliver benefits to a recipient by electronically crediting the dollar value to a government-provided account or to the recipient's existing account. This will result in a more timely, safe, and secure transfer of funds to recipients than the mails.

To spur economic development and provide a nation-class, technology-focused education, the DC Public Schools is partnering with the Williams administration to develop the *McKinley Technology Campus (MTC)*. Slated to open in three phases spanning 2003-2005, the MTC will provide multifaceted technology education for residents of all ages from a 24.5-acre campus in Ward 5. Conceptual plans call for the campus to house an 800-student high school, a center for continuing and postsecondary education, a citywide sports and recreation center, a business conference cooperative, a model auditorium for arts and industry, and a central television and media broadcast complex for the city. Beyond the campus itself, the MTC program will provide distance-learning capabilities to link community organizations, homes and offices throughout the city. In addition, the MTC will create industry internships and technology jobs for District residents through public-private partnerships, and will serve as a central IT training source to attract technology employers to the District.

Finally, the District is conceptualizing an *Urban Technology Village*, a synergistic, co-located community of technology firms on the St. Elizabeths campus, anchored by the 300-employee



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Unified Communications Center (UCC). As conceptualized, the Village will incorporate a university center to provide training for UCC employees and residents in the surrounding communities, as well as internship programs to place university center students in part-time and full-time positions at the UCC and other high-tech firms on the campus. The District will deploy a variety of incentives to encourage high-tech companies to co-locate around the UCC. Eventually, this group of loosely knit, similarly-minded enterprises can revitalize the surrounding neighborhoods and help position Ward 8 as a hub of the District's Internet economy.

## Plan Implementation

Most of the essential management, budgeting and IT standards programs in the first foundation goal are complete. Many projects in the other goals are nearing completion or well underway. Some of the results are already visible to residents, businesses and visitors. Residents can now use the central resident request number, (202) 727-1000, to request city services. Residents and visitors can use the DC web portal, [www.dc.gov](http://www.dc.gov), to obtain information about city agencies and services, download forms, submit service requests, and link to other sites. Businesses can go directly to the BRC site and conduct business lifecycle transactions electronically. Residents and businesses can pay taxes online. Drivers can already conduct most routine DMV transactions online. Other electronic services are on the way.

A less visible, but equally valuable result of plan implementation to date is significant cost savings. In fiscal year 2001, the District's IT program yielded \$21 million in operational savings, a return of \$2.59 on every dollar invested in the operating budget (excluding data centers), and \$19.3 million in capital savings, through centralized management, streamlined business processes, productivity improvements, and volume discounts (see Exhibit 10, p. 48). We expect to realize additional savings as future programs come online.

Perhaps the most important results of OCTO's strategic plan implementation to date are the least visible. With the completion of major IT budget, procurement, technical standards and infrastructure programs, the District now has centralized IT capital budgeting and procurement processes and consistent technical standards for all agency IT projects. We're nearing completion of a comprehensive, citywide IT infrastructure that consolidates data storage, facilitates coordinated agency functions, links all agencies in a high-speed communications network, and deploys automation strategically to improve business processes throughout the city. We're steadily shifting from reliance on outside IT consultants to a cadre of strong District IT managers. We're launching major programs to entice high-tech employers to locate in the District and provide new economy jobs for our residents. Beneath the visible surface of websites, call centers, and electronic services, we're setting into place an enduring IT foundation to help the District realize its potential as a world-class city and a new center of the global economy.

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## Introduction

At the turn of the 21<sup>st</sup> century, the Mayor, the District Council, and the residents of the District of Columbia have begun work on a common goal: to transform the nation's capital into the nation's greatest city, where government works for all, where people want to live, and where our government and quality of life command the admiration of the nation and the world.

The goal is ambitious but within our grasp. The District is rich in resources, among them a strong regional economy, beautiful neighborhoods and public places, a now-growing population with diverse backgrounds and talents, and a common commitment to the city's future.

Information technology (IT) is a powerful resource for our city's transformation. Recognizing the power of IT to drive change, Congress passed the Budget Support Act (DC Law 12-175, Act 12-399) in 1998. The Act establishes the Office of the Chief Technology Officer (OCTO) and directs OCTO to centralize and modernize IT functions, and implement new IT solutions throughout the District government. The Act also directs OCTO to create an information technology strategic plan for citywide IT programs.

This information technology strategic plan was developed within the framework of the citywide strategic planning process launched by Mayor Williams in July 1999. In that process, the administration consulted residents and businesses in every part of the city and created action plans to achieve five strategic objectives:

- strengthen children, youth, families and individuals
- build and sustain healthy neighborhoods
- promote economic development
- make government work
- enhance unity of purpose and democracy

Our plan begins with a specific IT vision to meet these objectives and lays out the detailed blueprint we're using to transform the IT environment of the past to fulfill that vision. The plan is written primarily for a general audience, but necessarily employs technical terminology. For further explanations of key IT terms, readers can consult the *IT Glossary* that follows the plan itself.

The plan is organized into the following sections, which follow the steps in the strategic planning process:

**District Vision** describes the administration's strategic priorities and action plans.

**OCTO's Mission** sets out the mission of the Office of the Chief Technology Officer (OCTO).

**Future Technology Vision: City of Access** describes the future IT environment we envision to support the administration's goals.



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***IT Environment and IT Transformation Needs*** details the historic and current needs in IT budgeting, management, infrastructure, and applications that shaped the development of our IT programs.

***IT Transformation Principles and Drivers*** identifies the managerial, financial and technical IT principles we applied in developing IT programs.

***IT Transformation Goals and Programs*** describes the IT solutions that are transforming the District's historic IT landscape to fulfill our IT vision for the future.

## District Vision

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In July 1999, the administration initiated a citywide strategic planning process that engaged residents in developing the District's strategic plan and fiscal year (FY) 2001 budget. The process produced five strategic objectives and action plans that cut across all aspects of life and work in the District and all functions of city government.

### ***Strengthen Children, Youth, Families and Individuals (Safe Passages)***

Just as the neighborhood is the building block of a city, the family is the building block of a neighborhood. Strong families create healthy communities where neighbors know, trust, and support each other. The experiences children encounter as they travel through life dramatically affect their direction and the kind of adults they become. Neighborhoods cannot succeed if the families living in them fail. The *Safe Passages Action Plan* focuses on child development, schools, healthy behaviors, health care, literacy, and support for the elderly and disabled.

### ***Build and Sustain Healthy Neighborhoods***

The quality of the physical environment has a huge impact on the health of the District's families, the strength of the economy, and the future of our children. The *Build and Sustain Healthy Neighborhoods Action Plan* aims to improve services for our neighborhoods in police, fire protection, towing, trash pickup, public works, health, housing, recreation, and the arts.

### ***Promote Economic Development***

Government alone cannot meet all the needs of neighborhoods, families and children. A vital economy is critical to providing high-quality jobs, affordable housing, and vibrant cultural amenities. The *Economic Development Action Plan* charts a course to expand the District's economy. Initiatives include rehabilitating and expanding housing stock, increasing home ownership, establishing new business incubators, matching workforce training to industry needs, making it easier for businesses to locate

and prosper in the District, expanding access to capital, and establishing retail hubs to support our neighborhoods.

### ***Make Government Work***

Our city government must be a resource all residents can count on for safe streets, clean neighborhoods, and effective services. The *Make Government Work Action Plan* addresses two critical requirements for making city government effective and reliable. First, this action plan aims to ensure high-quality, reliable services for all residents and businesses, including tax collection, motor vehicle services, trash collection, permitting and licensing, street and landscape maintenance, and emergency responses. Second, this action plan aims to provide all government agencies the resources they need to provide reliable services, including personnel, procurement, finance, property management, and information technology resources.

### ***Enhance Unity of Purpose and Democracy***

The *Enhance Unity of Purpose and Democracy Action Plan* recognizes the District's need to unite individuals, businesses, community groups, non-profit organizations and city employees in a common vision and commitment to the city's future. Our talents, backgrounds, and missions are diverse, but we all want a city where we can grow and prosper. We all want to share in the same democratic processes that residents of other cities and states take for granted—home rule, and full representation in the federal Congress that our taxes help support. This action plan aims to engage all stakeholders in the city behind a common agenda to enhance civic pride and win the full fruits of democracy for our city.

## OCTO's Mission

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OCTO's mission is to drive the District's investment in information technology to align with the Mayor's strategic objectives by:

- leveraging information technology as a change agent in making government work,
- accelerating economic development by improving city services and our technology infrastructure,
- equalizing access to information and technology to support our children and rebuild our human services network, and
- enhancing public safety and emergency preparedness.

Our immediate challenge is to select and implement technologies and business processes that advance the city's strategic goals, improve quality of life, lower the costs of city services, and expand technology access for all our residents.